Agenda

1. Business Segments and Strategy
2. Global Markets
3. Financials, Guidance and Shareholder Structure
4. Appendix
1. Business Segments and Strategy
_Highlights

- Automation in the semiconductor industry – measures against the chip shortage
- KUKA signs major contract with Ford Otosan
- New KUKA robotic technology guarantees the highest hygiene standards
- Swisslog passes 300th AutoStore project milestone
- KUKA jointly with Midea defines long-term growth plan for the company
- New solution for transport and sorting of laboratory samples
Customers benefit from KUKA’s unique smart automation expertise

KUKA Group

- Systems: Smart, safe & efficient production solutions
- Robotics: Robots, cells & service for smart automation
- Swisslog: Data & robotics-driven logistics automation
- Swisslog Healthcare: Medication management
- China: Automation for China – from China

Global presence

- KUKA HQ: Augsburg, Germany
- > 50 Countries
- 3.6 bn € Order Intake (2021)
- 14,000 Employees

Core industries

- Automotive
- Electronics
- Metal & Plastic
- E-Commerce & Retail
- Consumer Goods
- Healthcare

» The clear choice for smart automation.«
The core components for the automation of manufacturing processes is supplied by our business segment Robotics:

From **industrial robots with software and control to manufacturing cells** – KUKA Robotics offers **customer-specific solutions** to respond optimally to the different requirements of its customers.
KUKA Systems

Body Structure
Flexible and efficient production processes

Assembly & Test
Automation and test solutions for all drive train modules, cars and trucks

Batteries
Production processes for E-mobility and energy storage

AGV – HRC – Industrial IoT
AGV: Flexible mobility for smart automotive production
HRC: Shared work, space, tasks and capabilities
Industrial IoT: Profitable digital change for industrial business

Solution Execution

Tech-Center
Automated storage & retrieval systems

Future-ready warehouse management systems

Picking & palletizing solutions

Automated transport & conveyor systems
Our solutions create space for the limited time resources of care professionals and enable them to be where they are needed most:

With the patients.

Our product portfolio covers all steps of inpatient and outpatient medication management in hospitals.

We are one of the leading global providers for both automation solutions for pharmacies and hospital logistics. These core technologies are networked through comprehensive software and analytics solutions.
With all four business segments in China, KUKA China is **speeding up business** in this dynamic market.

Production Site in Shunde – potential for **global growth**

Market-tailored **product portfolio** for Asia
Customers benefit from a broad product portfolio and solutions

- **iiQKA.OS:** the powerful and intuitive new operating system
- **KUKA.Sim 4.0** simulation software
  Plan robotic cells more easily
- **KR DELTA Hygienic robot:** designed for use in highly sensitive conditions
- **KR SCARA:** fast assistants for industrial production
- **Warehouse management system SynQ** as pure software package
- **Robot control system KR C5 micro:** small, flexible, smart
_iiQKA.OS
The future KUKA operating system will mark the beginning of a new era in robotics

Overcoming Challenges

KSS Today
Setup takes days
Programmable by experts
Fixed use

iiQKA
Setup within minutes
Programmable by anyone
Fast re-use

Positive Market Reaction

Accessible and affordable robots

Delivering Innovation

Easy2Use for entire portfolio

Ecosystem for speed and scalability
2. Global Markets
Global Robotics Market Growth Expectation

Growth drivers

- Megatrends such as digitalization, customization of products, demographic changes, and greater regionalization necessitate increasingly flexible and at the same time more efficient solutions in production and intralogistics environments.
- Increasing demand for automation due to greater regionalization aiming at improving resilience of supply chain systems.
- Demand for smart automation is expected to grow in order to cover worker shortages.
- Trend towards reducing entry barriers for automation

Risks

- Enormous worldwide uncertainties and risks impact global economy.
- Supply Chain disruptions due to material shortages and supply bottlenecks.
- Rise in coronavirus infection rates and the associated consumer uncertainty are slowing the economic recovery.

All Types Robots, shipments in thousand units

Robotics – Especially the GI and new industries with almost non-existing automation will drive future growth

**Robot density**
(Robots per 10,000 employees)

<table>
<thead>
<tr>
<th>Country</th>
<th>Automotive</th>
<th>General Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>1,395</td>
<td>216</td>
</tr>
<tr>
<td>USA</td>
<td>1,528</td>
<td>157</td>
</tr>
<tr>
<td>Japan</td>
<td>1,269</td>
<td>300</td>
</tr>
<tr>
<td>China</td>
<td>1,150</td>
<td>126</td>
</tr>
<tr>
<td>UK</td>
<td>782</td>
<td>53</td>
</tr>
<tr>
<td>Brazil</td>
<td>164</td>
<td>9</td>
</tr>
<tr>
<td>India</td>
<td>184</td>
<td>3</td>
</tr>
</tbody>
</table>

Global Robotic Market 2020 leveled at 0%

Articulated Robots (2020)
Articulated: Global Market drops by -5%

Other Types (2020)
Other Types: Global Market drops by +12%

All Types (2020)
All Types: Global Market drops by -0%

Global Robotic Market 2020: China only growing region, rest of the world still negatively impacted by the pandemic.

Market trends and developments | It is a volatile world

- **Disrupted Recovery, Higher Inflation**
- **Automotive Crisis Intensifies**
- **Geopolitical Uncertainties**
- **Globalization vs. Regionalization**
- **Automation & Digitalization Grow**
- **Supply Chain Disruptions**

- Reduce dependency on Automotive business
- Accelerate growth in General Industry, Logistics and Healthcare
- Global market orientation and empowerment of the regions

Source: IMF, World Economic Outlook Update January 2022
In the long term, the automation market will grow on average twice as fast as GDP

**Americas**
- Automotive and intralogistics (E-Commerce/Retail, Consumer Goods, Healthcare) driven
- Dominance by established players
- Partly lower technology levels accepted

**EMEA**
- Larger high-end segment
- Traditionally automotive driven
- High automation degree in production
- Increasing warehouse automation

**APeC**
- Different countries with different automation degrees and demands
- Automotive and Electronics driven
- Japan and Korea with advanced automation degree; South East Asia (SEA) as regional work bench

**China**
- Largest and fastest growing market
- Strong demand for price-sensitive, high-volume, easy-to-use automation
- Smaller high-end segment
- Local players increase significance

**Automotive/Tier1**
- Cyclical business; higher degree of saturation

**Electronics**
- Continuous increase of automation degree and demand for easy-to-use

**Metal, Plastic, ...**
- Main focus of warehouse automation in Europe, US and starting in SEA

**E-Commerce/Retail; Consumer Goods**
- Medication management is a stable growth market; North America as main focus

» Accelerate growth in General Industry, Logistics, Healthcare and China «
3. Financials, Guidance and Shareholder Structure
### Segment-Split Key Figures FY 2021

<table>
<thead>
<tr>
<th>Segment</th>
<th>Orders received (€ million)</th>
<th>Sales Revenues (€ million)</th>
<th>EBIT (€ million)</th>
<th>EBIT-Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY/21</td>
<td>FY/20</td>
<td>FY/21</td>
<td>FY/20</td>
</tr>
<tr>
<td>Systems</td>
<td>981.8</td>
<td>715.3</td>
<td>978.3</td>
<td>671.6</td>
</tr>
<tr>
<td>Robotics</td>
<td>1,081.3</td>
<td>901.3</td>
<td>1,020.7</td>
<td>899.2</td>
</tr>
<tr>
<td>Swisslog</td>
<td>749.8</td>
<td>643.9</td>
<td>650.9</td>
<td>527.7</td>
</tr>
<tr>
<td>Swisslog Healthcare</td>
<td>238.8</td>
<td>188.0</td>
<td>205.0</td>
<td>204.2</td>
</tr>
<tr>
<td>China</td>
<td>681.4</td>
<td>490.4</td>
<td>589.1</td>
<td>397.1</td>
</tr>
</tbody>
</table>
The recovery of the global economy had a positive impact on the business development of KUKA Group’s segments. Customers once again invested more in automation solutions and caught up with postponed investments.

Orders received and Sales achieved the second-highest volume in KUKA’s corporate history.

However, global supply difficulties slowed down the positive developments, particularly from the second half of the year onwards. The consequences were increased material and logistics costs due to availability restrictions. Despite these challenges, EBIT rose to €61.8 million and EBIT margin increased to 1.9%.
Systems saw its volume of orders received rise by 37.3%. Major customer orders were won in the Battery segment and in the North America region, among others. In Europe, the order situation remained difficult.

The strong growth of sales by 45.7% was achieved despite the global supply chain difficulties and resulted predominantly from increased demand in North America.

EBIT rose to €31.1 million and EBIT margin to 3.2 %. This significant improvement was mainly due to higher volumes, increased capacity utilization and improved project management.
With the economic recovery, customers from both the automotive and non-automotive sectors once again invested more heavily in robotic automation.

The higher volume of orders received led to an increase in sales revenues.

EBIT increased sharply to €61.8 million. One factor that had a positive effect was the improved project management. On the other hand, higher material and logistics costs weighed on earnings.
The Swisslog segment achieved a significant increase in orders received.
- The trend towards automated logistics solutions had a positive impact. This led to increased demand, particularly in the e-commerce sector. Automation solutions can offer approaches particularly for counteracting challenges such as the increasing shortage of skilled workers.
- The high sales volume and improved cost management led to a significant growth of EBIT to €19.0 million.
The volume of orders received at Swisslog Healthcare was significantly above the previous year’s level.
Swisslog Healthcare benefited from increased customer demand. Following the slump caused by the coronavirus crisis, demand in the healthcare sector picked up again strongly, particularly in the first half of 2021. This also included catch-up effects from postponements of projects due to coronavirus. While access to hospitals was restricted at the beginning of the coronavirus crisis, access restrictions were relaxed again in the year under review.
EBIT rose to €3.8 million. The improvement is attributable to the optimizations in process and project management.
The recovery of the Chinese robotics market improved business development and led to increased demand, particularly in the electronics and 3C markets. However, the automotive market, too, developed positively due to the greater demand for electric vehicles. All this was also reflected in sales.

Despite the supply difficulties, especially in the second half of the year, EBIT increased to €10.2 million. The high demand for automation solutions had a positive effect, as did investment grants. Furthermore, higher value adjustments on receivables were included compared with the previous year.
## Group Key Figures

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY21</th>
<th>Delta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales revenues</td>
<td>2,573.5</td>
<td>3,286.2</td>
<td>27.7 %</td>
</tr>
<tr>
<td>Gross operating result</td>
<td>504.1</td>
<td>696.7</td>
<td>38.2 %</td>
</tr>
<tr>
<td>Gross operating result (in %</td>
<td>19.6 %</td>
<td>21.2 %</td>
<td>160 bp</td>
</tr>
<tr>
<td>Earnings before interest and</td>
<td>-113.2</td>
<td>61.8</td>
<td>&gt;100 %</td>
</tr>
<tr>
<td>taxes (EBIT)*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA</td>
<td>33.2</td>
<td>202.0</td>
<td>&gt;100 %</td>
</tr>
<tr>
<td>EBITDA (in % of sales revenues)</td>
<td>1.3 %</td>
<td>6.1 %</td>
<td>480 bp</td>
</tr>
<tr>
<td>Earnings after taxes</td>
<td>-94.6</td>
<td>49.4</td>
<td>&gt;100 %</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>80.7</td>
<td>101.4</td>
<td>25.6 %</td>
</tr>
<tr>
<td>Equity ratio (in %)</td>
<td>38.6 %</td>
<td>36.5 %</td>
<td>-210 bp</td>
</tr>
<tr>
<td>Net liquidity</td>
<td>30.0</td>
<td>148.1</td>
<td>&gt;100 %</td>
</tr>
<tr>
<td>Employees (FTE)</td>
<td>13,700</td>
<td>14,128</td>
<td>3.1 %</td>
</tr>
<tr>
<td>Cash earnings</td>
<td>40.9</td>
<td>223.3</td>
<td>&gt;100 %</td>
</tr>
<tr>
<td>Cash flow from current business operations</td>
<td>77.4</td>
<td>208.0</td>
<td>&gt;100 %</td>
</tr>
<tr>
<td>Cash flow from investment activities</td>
<td>-40.4</td>
<td>-107.6</td>
<td>&gt;-100 %</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>37.0</td>
<td>100.4</td>
<td>&gt;100 %</td>
</tr>
<tr>
<td>Earnings per Share</td>
<td>-2.59</td>
<td>0.98</td>
<td>&gt;100 %</td>
</tr>
</tbody>
</table>
**KUKA Group – Financing Structure (as per March 31, 2022)**

1a **€ 150m Shareholder facility**
   - Framework credit facility, concluded Jun 2018

1b **€ 150m Shareholder loan**
   - Issued Dec 2019

2 **€ 107.5 Promissory note loan**
   - (Schuldschein) issued Oct 2015
   - 7-year-tranche (Oct. 2022)
   - Coupon: 1.61% p. a.

3 **$ 50m Promissory note loan**
   - (Schuldschein) rd. € 43m, issued Aug 2018
   - 5-year-tranche (Aug. 2023)
   - var. 3M - USD LIBOR* (+1.40%)
   - fixed at 4.465%

4 **€ 520m Syndicated loan (SFA)**
   - As refinanced on Feb 1st, 2018, and amended on June 21st, 2019
   - Maturity: February 2025
   - Revolving Cash Facility (RCF):
     - € 260m – utilization by guarantees also permitted margin (depending on leverage level): 0.9% - 1.85% p. a.; currently 0.9%
   - Guarantee Facility:
     - € 260m
     - Fee (depending on leverage level): 0.525% - 1.225% p. a.; currently 0.525%

5 **€ 170m Guarantee facilities via bilateral agreements**
   - Until further notice

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**KUKA Group**

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[Diagram showing the financing structure with various loan types and their details.]
Shareholder structure

Other institutional and private investors <5 %

Midea Group >95 %
KUKA Group  
_Guidance 2022

Sales revenues slightly above prior-year level

EBIT-Margin rising

FY 2021: Sales € 3,286.2 m; EBIT-margin 1.9%
We are the clear choice for smart automation. Made by humans for humans – intelligent, reliable and easy to use.

For more than 100 years our mission has been making life and work easier. Shaping automation is our passion. Our pioneering spirit drives us. We engineer advantage. Together. Worldwide.
4. Appendix
Financial Calendar 2022

March 29, 2022  Annual press conference for fiscal year 2021
April 27, 2022  Interim update for the first quarter
May 17, 2022  Annual General Meeting
August 4, 2022  Interim update for the first half-year
October 27, 2022  Interim update for the third quarter
The KUKA share
- ISIN DE0006204407
- Reuters KU2G.DE
- Bloomberg KU2 GY (Xetra)

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